

Strategic Plan for the English Language Institute 2018-2020 "Ma'ani Plan"

Strategic Trends Form

Vision

Regional leadership in English language education

Mission

Offering excellent programs in English language education, conducting academic research, and performing community service

Values

Belonging Communication Collaboration Leadership Sustainability

Indicators of Strategic Trends

As part of its strategic plan 2018-2020, ELI has set three global strategic trends:

1. Recognition by one of the three top-ranking international classification bodies as being among the top 100 ELT institutes in non-English-speaking countries worldwide.
2. Recognition by one of the three top-ranking international classification bodies as being among the top 10 ELT institutes in the MENA region.
3. Receiving academic accreditation for all academic programs.

Description, Responsibilities, and Indicators Form

Follow-up of the ELI Strategic Plan Initiative Implementation

No.	Objective	No.	Initiative	Initiative Description	Responsible Parties	No.	Type and name of KPI	KPI's targeted value	Percentage of implement . to date
1	Attracting and recruiting highly-qualified faculty members	1	Enhancing the process of attracting distinguished faculty members	Adopting international recruitment standards / enacting new mechanisms for attracting suitable candidates/ connecting with pioneers and highly reputable agencies in the field.	V-D V-DWC	1	No. of faculty members (M.A. holders)	30	100%
						2	No. of faculty members (native speakers)	30	0% No jobs
						3	No. of faculty members (distinguished)	30	0% No jobs
		2	Retaining distinguished faculty members	Providing incentives / supportive environment to encourage distinguished faculty members to remain at ELI.	V-DAA V-DWC	4	Percentage of retained distinguished faculty members	100% Retention outstanding faculty for at least 10 years	100%
2	Enhancing the efficiency of teaching, learning, educational services, and the quality of learning outcomes	3	Developing ELI academic programs	Developing program content in order to bridge the knowledge and skills gap between secondary and tertiary education, preparing students to achieve optimal academic performance, and judicious investment of their time at university.	V-DD	5	Number and percentage of developed programs	1 Program developed	100%
						6	Preparatory Year English Language Program	100 % completion	100%
		4	Designing the curriculum to be in-line with the Preparatory Year tracks and colleges' requirements	Attaining the practical and technical readiness regarding the curriculum in order to apply the dual tracks.	V-DD	7	Number of developed courses	4 New Courses	100%
						8	Percentage of faculty members trained to teach (EAP)	50 % of faculty trained	100%
						9	Percentage of faculty members trained to teach (ESP)	10 % of faculty trained	100%
5	Establishment of the ELI Academic Writing Center	Establishing a specialized writing center that provides services in academic writing in the English language for KAU students	ELI Dean		Availability of the Center				

			to support the quality of writing reports and academic research papers according to international best practices and experiences in this field		10		1	100%
	6	Developing an evaluation and follow-up system for faculty	Developing a state-of-the-art performance evaluation system for faculty members and providing timely developmental feedback	V-DAA V-DWC	11	Availability of an enhanced and developed evaluation system	1 System	100%
	7	Adopting electronic exams and improving their quality	Training and qualifying faculty members to use electronic exams/ providing necessary technologies for conducting electronic exams/ comprehensive application of electronic exams in all courses/ improving the quality of question item banks /using an electronic attendance-monitoring system in exams.	V-DD V-DAA V-DWC	12	Availability of a system for online test content with a quality assurance scheme	1 System	100%
13					Test automation	25% Writing tests automatically tested	100%	
	8	Using electronic technology in teaching	Delivering electronic courses by faculty members/ providing electronic learning technologies/ encouraging faculty members to convert applicable teaching strategies to electronic medium.	V-DAA V-DWC	14	Percentage of electronic courses and strategies applied in the teaching process to the total number of courses	100 % Completion of the blended learning process	100%
	9	Enhancing strategic values among ELI faculty, staff, and students	Providing interactive courses and organizing awareness campaigns and training initiatives that highlight the strategic values and their applications through a systematic methodology emphasizing the objectives and strategies and their evaluation instruments to routinely guide operational practices.	V-DD	15	Percentage of spreading awareness of the ELI's vision, mission, and values among faculty, staff, and students	100% Awareness of the ELI strategic directions	100%
	10	Enhancing the quality of the educational outputs by the use of learning outcomes	The ELI's English Language programs' outputs should be clearly measurable in-line with learning outcomes best practice and with NCAAA models and CEA standards.	V-DD V-DAA V-DWC	16	Comparison with the results of an international benchmark test	100% Representative samples of student results in all courses	100%
	11	Establishment of the 21 st -Century Skills Unit	Establishing a unit concerned with training students in the (4Cs) skills: communication, collaboration, creativity, and critical thinking, which represent a growing concept in education known as the 21 st century skills	V-D	17	Availability of the Unit and starting training students	1	100%
	12	Enhancing the Special Education Needs	Determining the required services by means of a survey completed by SEN students/ providing the necessary	V-DAA V-DWC		Percentage of SEN students' level of satisfaction	80%	50%

			(SEN) status in the educational environment	services/ providing feedback on the services offered and improving them when necessary.		18		Satisfaction with SEN academic services	
		13	Expanding students' extracurricular activities	Organizing sports, cultural, and academic competitions and activities/ adopting and promoting approaches that attract student interest and participation in such activities. These activities provide incubating environments for creativity and innovation to discover and refine talents in various fields, to adopt positive attitudes, and to acquire skills and life experiences.	V-D V-DWC	19	Percentage of the first three places in university competitions	30% Ranking in the first three places in KAU student activities	100%
		14	Developing the Reception and Student Services Office	Improving the services offered to students, staff, and ELI internal as well as external customers by providing guidance signs with clear instructions which help enhance the quality and reputation of the ELI's administrative, educational, and student services.	V-DAA V-DWC	20	Availability of a customer service-oriented student reception office	2 State-of-the-art student reception offices	70%
3	Increasing academic research activities and expanding graduate studies programs	15	Establishing the Saudi Association of English Language Education	Preparing and qualifying the required cadre to provide professional development activity venues for English language teachers across the country and research channels for academics.	V-DGS	21	Availability of the Association	1 ELT Association	100%
		16	Obtaining accreditations for the research-based MA TESOL Program	Developing and updating the research-based MA TESOL Program in order to meet or exceed international quality standards.	V-DGS	22	Number of programs accredited by NCAAA	1 MA TESOL Program accredited	30%
		17	Publishing an academic Journal	Formation of the editorial board / setting specifications for the journal and its specialization / conducting a study to determine the requirements and criteria for enlisting the journal among the internationally classified publishing lists/ encouraging faculty members to publish in the journal/ subscribing to an international publishing house.	V-DGS	23	Availability of an academic journal	1 Peer-reviewed academic journal	50%
		18	Supporting applied research	Setting the necessary criteria and motivating ELI staff members towards	V-DGS	24	Ratio of the number of pieces of applied research to the total	1:1	100%

				publishing academic work in the relevant related fields.			number of faculty members annually		
						25	Increasing the amount of ELI's published scholarly articles	50 Articles from faculty members	100%
		19	Organizing an International English Language Teaching Conference	The conference should focus on ELT challenges and opportunities and their relationship with the surrounding environment	ELI Dean	26	Holding the conference	1 International ELT conference	50%
4	Enhancing the skills and abilities of the academic and administrative leadership	20	Practical application of the total quality management (TQM) system	Improving and developing all administrative operations/ fulfilling and applying quality assurance standards/ applying for and obtaining a TQM certificate from a TQM Certification provider.	V-DD CAs	27	Attainment of TQM certification	1 Certification in Total Quality Management	50%
		21	Enhancing administrative work quality	Enhancing administrative and leadership excellence for employees/ performing tasks with efficiency/ monitoring attendance/ periodic meetings with unit heads/ attracting competent administrators	CAs	28	Number of administrative and leadership training courses	10 Training courses	100%
		22	Offering paid English language programs to students from outside the University	Determining the needs of external entities/ preparing necessary regulations/ preparing the required educational programs/ preparation of feasibility studies/ obtaining administrative approvals/ implementing programs.	V-DD	29	Number of paid programs of external KAU clients	10 Paid Programs	60%
		23	Developing Executive MA and Graduate Diploma programs	Determining labor-market needs / preparing feasibility studies/ preparing regulations/ completing procedures and obtaining administrative approvals/ implementing the programs.	V-DGS	30	Number of MA professional programs	1 Professional MA. TESOL Program	100%
						31	Number of Graduate Studies Diploma programs	1 Dip. TESOL Program	80%
5	Making use of the ELI's capacity to vary funding sources	24	Establishing local and international partnerships to improve the educational process at ELI	Determining partnership domains/ determining the rights and responsibilities of each party/ deciding on appropriate local and international partners/ arranging and signing partnership agreements.	V-DD	32	Number of local partnerships	1 Local partnership	100%
						33	Number of international partnerships	2 International partnerships	100%

		25	Establishment of the ELI Center for Professional Excellence in English Language Education	Establishing a dynamic and comprehensive Center for Professional Excellence (CPE), offering a range of bespoke and internationally recognized qualifications, courses, workshops and events for language educators from KAU and the wider national community.	ELI Dean	34	Availability of the Center	Yes	70%
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V-D: Vice-Dean

V-DD: Vice-Dean for Development

V-DAA: Vice-Dean for Academic Affairs

V-DGS: Vice-Dean for Graduate Studies & Academic Research

V-DWC: Vice-Dean for Development for Women's Campus

CA: Chief Administrator